

# Stakeholder Satisfaction with the ASA





## Contents

	Page No
<b>Executive summary</b>	<b>3</b>
<b>1. Introduction</b>	<b>5</b>
<b>2. Satisfaction with services</b>	<b>5</b>
<b>3. Method</b>	<b>6</b>
<b>4. Member expectations: results of the focus groups</b>	<b>7</b>
<b>5. Member satisfaction: results of the on-line survey</b>	<b>8</b>
<i>5.1 Characteristics of the sample</i>	<b>8</b>
<i>5.2: Knowledge of ASA activities</i>	<b>11</b>
<i>5.3: Satisfaction with membership</i>	<b>13</b>
<i>5.4: Overall satisfaction by respondent characteristics</i>	<b>14</b>
<i>5.5: Satisfaction with opportunities and services</i>	<b>17</b>
<i>5.6: Regional performance</i>	<b>19</b>
<i>5.7: Satisfaction with services by discipline and role</i>	<b>21</b>
<b>6: Recommendations</b>	<b>26</b>
<b>7: Research plans for 2010/11</b>	<b>27</b>
<b>Appendix one: Regional performance across opportunities and activities</b>	<b>28</b>



## Executive Summary

The ASA commissioned the Institute of Sport and Leisure Policy at Loughborough University to carry out a five year longitudinal assessment of satisfaction with the services of the ASA.

This report sets out the findings of the first stage of the research, which primarily constitutes a benchmarking of levels of member satisfaction in order to identify areas for development and to provide a standard against which to assess future levels of satisfaction.

A combination of qualitative and quantitative research was used in this first phase of the research. Focus groups with members were held to get an initial understanding of member expectations of the ASA. An on-line questionnaire survey was made available to all members and the sample completing this questionnaire was 1142 which means the findings are statistically representative of the current ASA membership.

Four themes to member expectations were identified. The first is related to the ASA's advocacy role in providing direction for the sport. The second theme is around expectations of the ASA as a service provider to the membership, while the third is concerned with empowerment and support of the membership. Finally, there are expectations around communication and information.

The research shows that there is familiarity with the work of the ASA that directly impacts on members, such as child safeguarding and competitions. However, there are a number of aspects that are less well known that are important to the objectives of the ASA, such as work with pool providers.

The survey showed that 40% of members are satisfied with their membership; alternatively only 19% of members are dissatisfied with their membership. A significant percentage of members rated themselves as neutral in terms of satisfaction.

There are a number of possible reasons for this. First, members may not know what to expect of their membership and therefore have not considered in any detail whether they are satisfied or not. Second, it is possible that many members do not consider their membership to be with the ASA, but with their club. Finally, as suggested above, the work of the ASA is not particularly well understood and therefore some respondents may have been cautious about assessing satisfaction in light of a perception of limited knowledge.

The main recommendations from the research are:

- The ASA should embark on a programme of greater communication and information about its work, particularly of its activities with external stakeholders.
- Areas of satisfaction should be maintained. These are:
  - Opportunities to participate as members want
  - The Swimming Times
  - The swimming experience of competitive swimmers



- Safeguarding policies
- The Kellogg's award scheme
- The membership renewal process
  
- Areas of dissatisfaction should be investigated further. These are:
  - Benefits of membership fee
  - Management of the sport
  - Services provided to membership
  - Services provided to clubs
  - Support of volunteers
  - Management of the organisation
  - Information that comes from the ASA
  - Methods of communicating with members
  - The amount of contact from the ASA
  - Work on teacher/coach education



## **1. Introduction**

Stakeholder satisfaction is of natural concern to all organisations that wish to function effectively. It is of greater concern to those organisations, such as NGBs who need to consider the satisfaction of both member and non-member groups as this often leads to diverse and conflicting stakeholder objectives. It is therefore important that solid research evidence is available regarding stakeholder satisfaction in order for the ASA to understand stakeholder requirements and to plan effectively.

In order to do this, the ASA commissioned the Institute of Sport and Leisure Policy at Loughborough University to carry out a five year longitudinal assessment of satisfaction with the services of the ASA. This report sets out the findings of the first stage of the research, which primarily constitutes a benchmarking of levels of member satisfaction in order to identify areas for development and to provide a standard against which to assess future levels of satisfaction.

The report begins with an introduction to the concept of satisfaction and how it is formed and then presents the methods followed in this first phase. This is followed by a presentation of the results of the initial work on expectations and the results of the membership survey. Recommendations from this are presented and the report concludes with an outline of the work for the next two years.

## **2. Satisfaction with services**

Satisfaction comes about as a result of a comparison of what members expect with what they receive. Thus, an understanding of what is expected is intrinsic to understanding why members may or may not be satisfied. Expectations have two purposes. First, members expect organisations to provide certain attributes and use these expectations to make judgements about the quality of the service they receive. For example, members may expect their membership to provide them with access to competition, or provide them with insurance. In this instance, expectations are used to decide whether the membership is worth obtaining or not.

Second, members have expectations of each service encounter and these shape feelings of satisfaction with the service. These expectations are perceptual in nature as satisfaction with a service is determined by the member's perception of how well the service encounter has met their expectations of it, rather than by any attributes provided by the organisation. For example, although competition may be available, if it is not available when the member wants it, they are likely to feel dissatisfied with the service. This also means that satisfaction can be affected by elements outside of the organisation's control, such as how a member was feeling on the day they interacted with the service. Thus, satisfaction can be considered as an outcome that emerges from the experience of the service.



Therefore, in order to understand member satisfaction it is necessary for an organisation to first, know what members expect so that attributes that are expected are delivered. Second, it may also be necessary to create expectations as satisfaction cannot be assessed without this. Finally, it is important to acknowledge that as satisfaction is experiential and intrinsic to each member, assessments of satisfaction cannot be controlled by an organisation.

### **3. Method**

A combination of qualitative and quantitative research was used in this first phase of the research:

1. Focus groups with members attending the 2009 ASA Council to get an initial understanding of member expectations of the ASA. Thirty five people were involved in two pilot focus groups where participants were asked '*What are your expectations of the ASA?*' Their responses were subject to content analysis after the less helpful answers were removed.
2. On-line questionnaire survey made available to all members. This was piloted with members attending the 2009 Council. The sample completing this questionnaire was 1142 which means the findings are statistically representative of the current ASA membership. The findings of the questionnaire were subject to SPSS analysis.





#### 4. Member expectations: results of the focus groups

Table 4.1 sets out a summary of the focus group findings about expectations of the ASA. From this it is possible to identify 4 non-prioritised themes to member expectations. The first is related to the ASA's advocacy role in providing direction for the sport. The second theme is around expectations of the ASA as a service provider to the membership, while the third is concerned with empowerment and support of the membership. Finally, there are expectations around communication and information.

Table 4.1: Expectations of the ASA

Theme	Statements of expectations of the ASA
<b>Advocacy</b>	Provide national strategy and vision Advocate for swimming
<b>Service provision</b>	Professional service to members from central staff Recognise and serve the members Realistic requests and demands of members Meet delivery deadlines and promises The ASA to work for members rather than the membership to work for the ASA
<b>Empowerment and support</b>	Work to overcome perceptions of 'them' and 'us' Engage with members, clubs and counties Empower and enable regions, counties, clubs and volunteers and demonstrate that you are doing so Look after, value and respect volunteers
<b>Communication and information</b>	Facilitate all aspects of communication Give what is needed and know what is needed Two way communication with members Accurate, reliable information

\*These expectations will now form the basis of further research.



## 5. Member satisfaction: results of the on-line survey

The on-line survey was launched in November 2009 and closed 31<sup>st</sup> of January 2010. The survey was publicised on the ASA and regional websites and an email was sent to members for whom the organisation had an address. A reminder was sent out during January 2010.

### 5.1 Characteristics of the sample

Table 5.1: Discipline of respondents

Discipline	Percentage of respondents
Swimmer	49
Competitive swimmer	47% of above
Water polo	7
Synchronised swimmer	1
Open water swimmer	13
Diver	2
Masters athlete	27
Official	50
Coach	30
Teacher	39
Club volunteer	64

\*Please note that respondents could select more than one answer and thus the percentages will add up to more than 100%

Table 5.1 shows that respondents have a number of relationships with the ASA. This will make it difficult to deliver satisfaction as different relationships will have different expectations of the ASA and satisfaction can only be delivered if all expectations are understood. Additional work is to be done with water polo players, synchronised swimmers and divers as these athletes are not well represented in this sample.





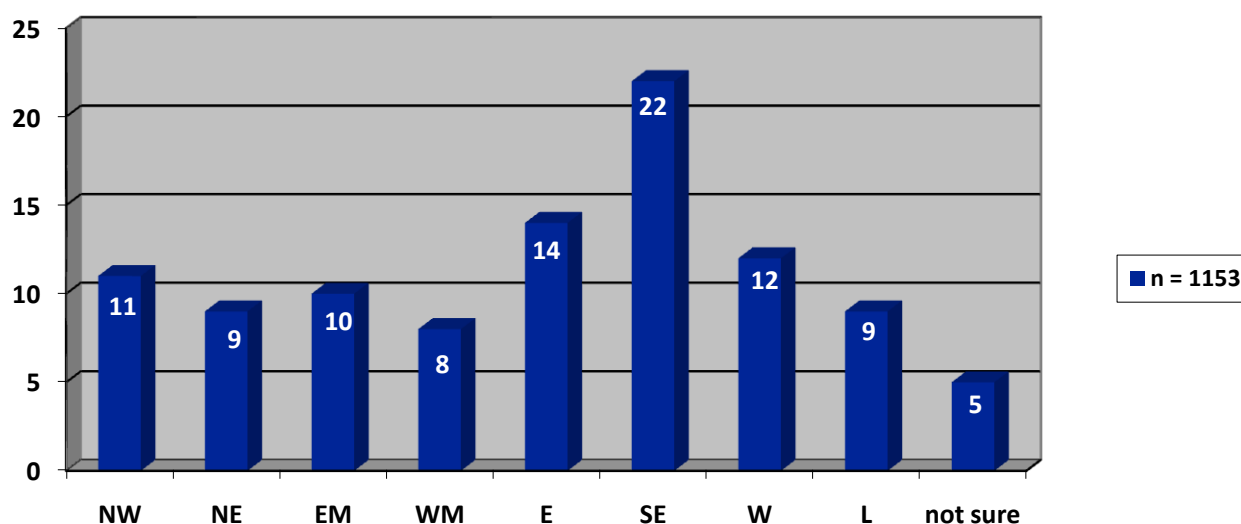
Table 5.2: Length of membership

	Percentage of respondents
Less than a year	8
1-2 years	13
3-5 years	20
6-10 years	19
11-20 years	22
21-30 years	9
More than 31 years	9

N = 1134

The majority of respondents have been members of the ASA for more than 3 years which makes them more likely to be aware of what the ASA does. It also makes it more likely that they have experienced the ASA's services.

Figure 5.1: Regional affiliation



Regional response is fairly well distributed, although the South East has a larger response rate. Given the levels of satisfaction set out in Figure 5.10 this higher response rate is not



driven by dissatisfaction. The way this questionnaire was promoted within the South East region is worthy of investigation in order to raise response rates overall.

Table 5.3: Age of respondents

	Percentage of respondents
<b>Under 16</b>	3
<b>16-19</b>	3
<b>20-24</b>	3
<b>25-34</b>	6
<b>35-44</b>	25
<b>45-54</b>	38
<b>55-64</b>	14
<b>65-74</b>	6
<b>75-84</b>	2

N = 1135

52% of the sample were women and 6% percent of respondents considered that they had a longstanding illness or disability that limited their activities.



## 5.2: Knowledge of ASA activities

Respondents were asked to indicate how much they know about the work of the ASA across various areas.

Table 5.4: Knowledge of the work of the ASA

Area of work	I know about it	I've heard about it	I haven't heard about it
With pool providers to improve the swimming experience	28	39	33
Learn to Swim	39	44	17
Developing and education of teachers, coaches, volunteers and officials	59	31	10
Young volunteers	35	37	28
Equality	36	35	29
Child safeguarding and protection	67	24	9
Promotion of health for the government	34	45	21
Facility advice and expertise	24	41	35
Lifelong participation and recreational swimming	38	44	18
Developing talent	61	29	10
Fund raising to support activities	22	39	39
Developing clubs	46	37	17
Staging competitions	64	25	11
Pool operators and local authorities	28	39	33

Table 5.4 shows that there is a need for greater information and communication about the work of the ASA. Greater knowledge of the work of the ASA is to be expected given the



length of time that most respondents have been a member. There is familiarity with the work that directly impacts on members, such as child safeguarding and competitions, however, there are a number of aspects that are less well known that are important to the objectives of the ASA, such as work with pool providers.

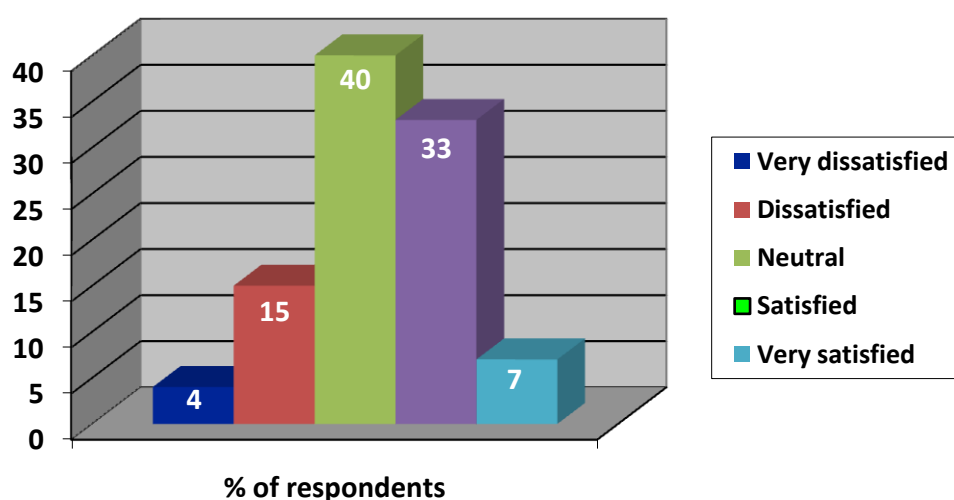
Although an in-depth understanding of the work of the ASA is probably not required, increasing awareness of all of the activities of the ASA seems important to ensure members understand what their membership supports. This is particularly important given the ASA's desire to be *more than a governing body*. In addition, this lack of detailed knowledge of the work of the ASA makes it difficult for members to assess satisfaction with their membership as they lack expectations that can be used for comparison.



### 5.3: Satisfaction with membership

Respondents were asked to indicate their overall level of satisfaction with their membership. Figure 5.2 shows that 40% of members are satisfied with their membership; alternatively only 19% of members are dissatisfied with their membership.

Figure 5.2: Overall satisfaction with membership



N = 1142

Interestingly, a significant percentage of members rated themselves as neutral in terms of satisfaction and there are a number of possible reasons for this. First, members may not know what to expect of their membership and therefore have not considered in any detail whether they are satisfied or not.

This reinforces the need to understand member expectations which is the focus of additional research work. Second, it is possible that many members do not consider their membership to be with the ASA, but with their club. Therefore, they have no strong feelings about their ASA membership.

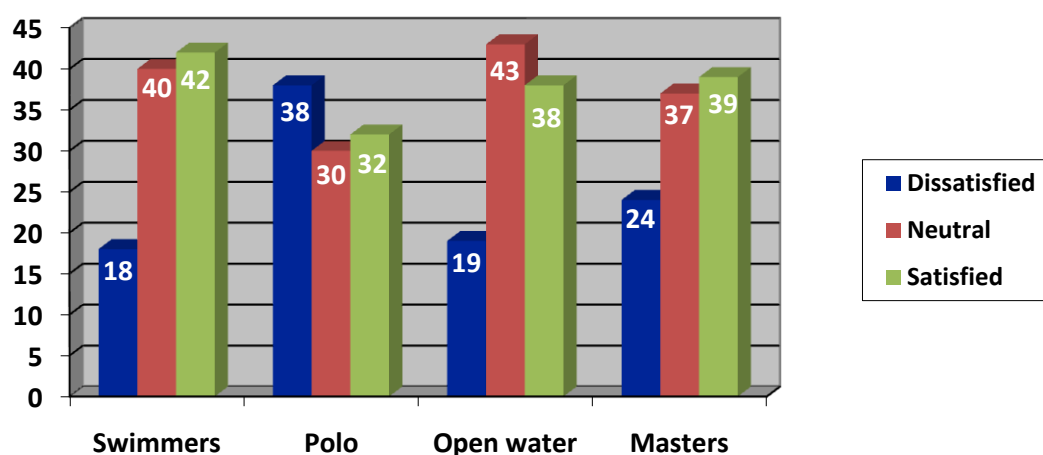
Finally, as Table 5.4 suggests, the work of the ASA is not particularly well understood and therefore some respondents may have been cautious about assessing satisfaction in light of a perception of limited knowledge.



#### 5.4: Overall satisfaction by respondent characteristics

This section presents the overall satisfaction of members against their membership characteristics. Not unexpectedly given the response set out in the previous figure, the following figures and tables show that the majority of respondents are either neutral or satisfied with their membership.

Figure 5.3: Overall satisfaction by discipline



The results for synchronised swimming and diving have not been reported here as the samples are too small to be meaningful. The number of respondents for water polo was 61, which means that this result might be subject to error, but is reported here for information, given their levels of dissatisfaction.

Figure 5.4: Overall satisfaction by role

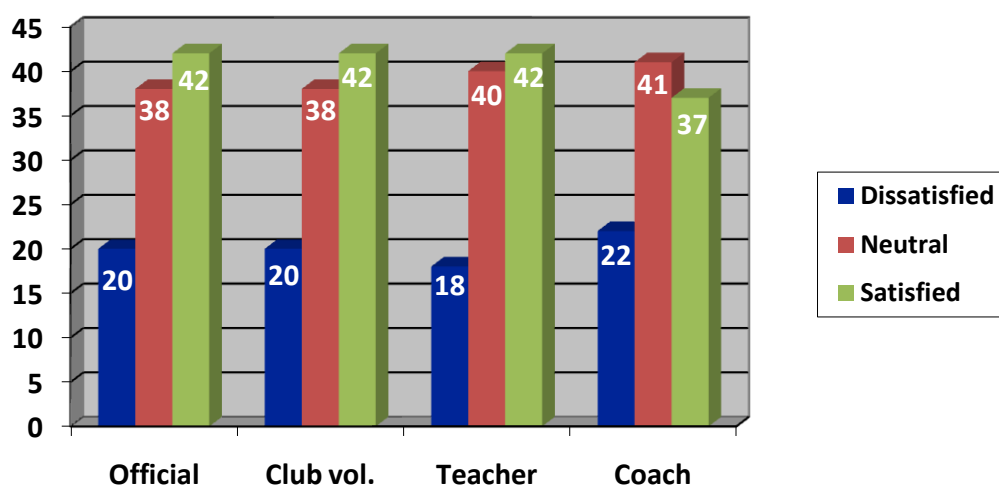
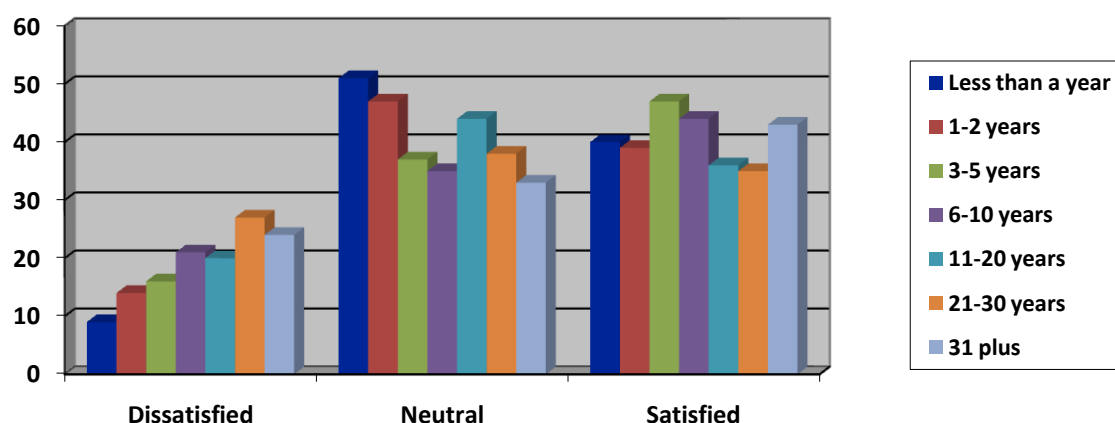




Figure 5.4 shows that the role members play in the organisation does not impact on their perceptions of satisfaction, although coaches do seem to perceive themselves as being slightly less satisfied than other roles.

Figure 5.5: Overall satisfaction by length of membership



Of interest in Figure 5.5 is that dissatisfaction with membership tends to increase with length of membership, until an individual has been a member for over 30 years.

Figure 5.6: Overall satisfaction by age

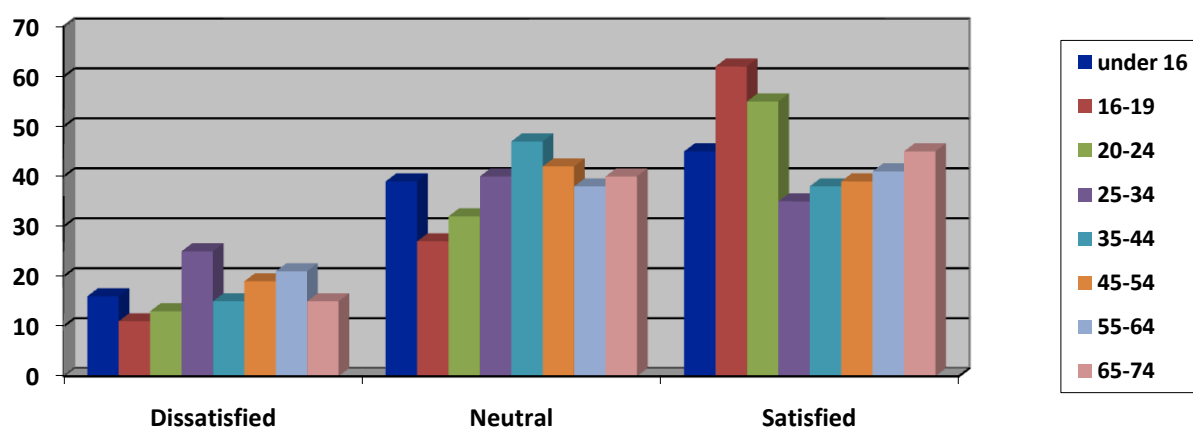
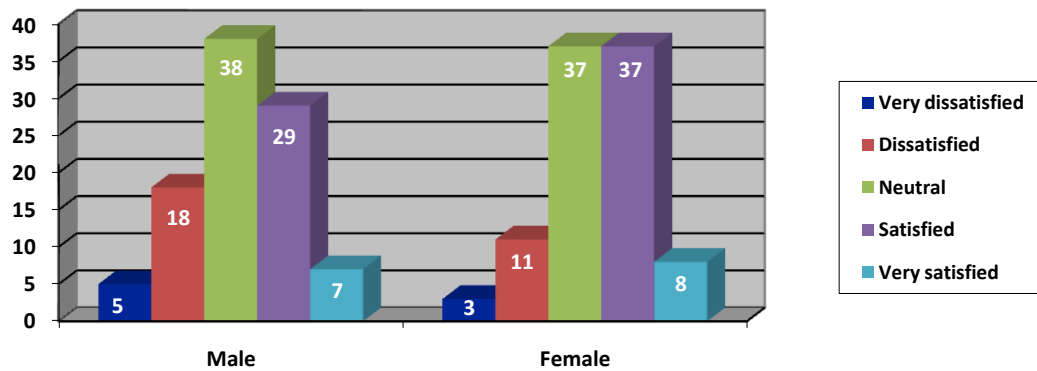


Figure 5.6 shows no real pattern associated with satisfaction or dissatisfaction. It is worth noting, however, that those aged 25-35 appear less satisfied than other members





**Figure 5.7: Overall satisfaction by gender**



There is no difference between the satisfaction of men and of women with their membership.



### 5.5: Satisfaction with opportunities and services

Respondents were asked to rate their levels of satisfaction with specific aspects of the ASA.

Table 5.5: Satisfaction with aspects of the ASA

	<b>Very dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Very satisfied</b>
<b>Benefits of membership fee</b>	7	15	46	36	4
<b>Management of the sport</b>	6	18	34	42	7
<b>Services provided to members</b>	6	17	41	36	5
<b>Services provided to clubs</b>	7	18	39	35	6
<b>Opportunity to participate as you want</b>	5	10	36	49	11
<b>Support of volunteers</b>	8	18	46	28	5
<b>Management of the organisation</b>	7	17	52	25	4
<b>The awards scheme</b>	2	6	54	38	8
<b>Information that comes from the ASA</b>	6	16	43	35	5
<b>Methods of communicating with members</b>	8	20	42	31	4
<b>The amount of contact from the ASA</b>	8	19	42	30	4
<b>Swimming Times</b>	2	4	42	31	29
<b>Newsletters (eg Wavelength)</b>	4	8	52	28	7
<b>Work on equality issues</b>	1	3	66	25	5
<b>Work on teacher/coach education</b>	7	13	45	28	7
<b>swim21</b>	6	11	44	29	10
<b>Customer support service</b>	6	10	62	19	4

Table 5.5 shows that over 50% of respondents were satisfied with their opportunities to participate as they wanted which is a key factor in the sporting experience. They were also



satisfied with the Swimming Times, which provides an opportunity for communication. Key areas of neutrality are the way the organisation is managed, the awards scheme, newsletters, work on equality issues and the customer support service. It is likely that this neutrality is due to members not being able to form an opinion as they either do not know about these aspects of the ASA, or have not had experience of them.

This suggests a need for further information to members about these aspects. In addition, ten aspects of the organisation received 'dissatisfied' ratings from over 20% of respondents. These are areas worthy of further investigation.



## 5.6: Regional performance

Figures 5.8 and 5.9 reflect the results shown in the previous table, although it is interesting to see that members have the same feeling of satisfaction about the support they receive and the support their club receives.

Figure 5.8: Satisfaction with regional support of members

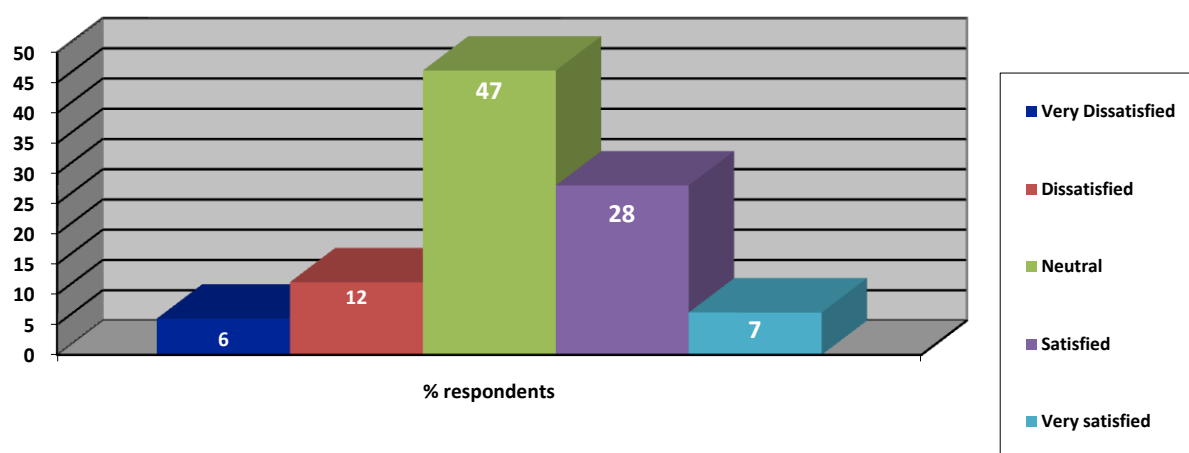


Figure 5.9: Satisfaction with regional support of clubs

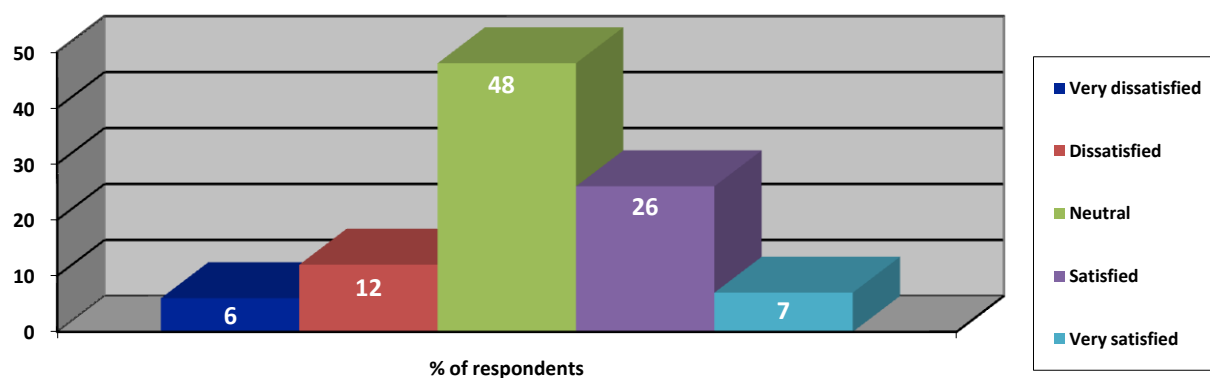
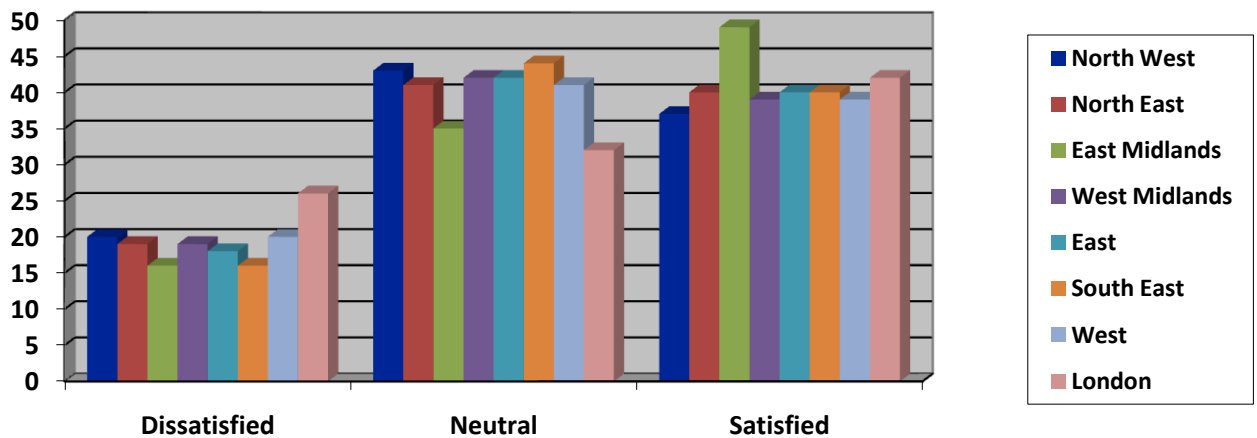




Figure 5.10 below shows that satisfaction within regions is relatively constant, although there is a slightly higher level of dissatisfaction with London region when compared with other regions. The East Midlands has slighter higher 'satisfied' ratings.

Figure 5.10: Satisfaction by region



Appendix one contains more detailed detail about regional performance.



## 5.7: Satisfaction with services by discipline and role

Tables 5.6-5.12 show satisfaction with aspects of the ASA that are most directly applicable to member disciplines and roles.

Table 5.6: Satisfaction of competitive swimmers

	<b>Very dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Very satisfied</b>
<b>Amount of competition</b>	2	11	19	47	21
<b>Opportunities to compete at an appropriate level</b>	4	11	15	44	25
<b>Opportunities to progress and improve</b>	4	8	20	45	22
<b>Coaching</b>	4	9	16	29	42
<b>Facilities</b>	6	17	17	39	21
<b>Amount of pool time</b>	10	23	13	35	19

N = 268

On the whole competitive swimmers are satisfied with their swimming experience, particularly the coaching they receive. These are important findings given that the key membership group of the ASA is its competitive swimmers.

Table 5.7: Satisfaction of water polo players

	<b>Very dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Very satisfied</b>
<b>Amount of competition</b>	9	30	17	33	11
<b>Opportunities to compete at an appropriate level</b>	15	24	22	30	9
<b>Opportunities to progress and improve</b>	24	20	17	26	13
<b>Coaching</b>	9	13	17	33	28
<b>Facilities</b>	15	33	15	24	13
<b>Amount of pool time</b>	26	28	20	15	11

N = 54

The sample size for water polo is small and thus care needs to be taken in interpreting the results. However, it would appear that water polo players are dissatisfied with competition opportunities and access to pool time, but very satisfied with the coaching they receive. Further work will be carried out to explain these findings.



Table 5.8: Satisfaction of membership officers

	<b>Very dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Very satisfied</b>
<b>Membership renewal</b>	3	13	22	37	25
<b>Timing of the annual renewal process</b>	3	7	26	40	24
<b>Support provided by the ASA</b>	5	10	28	28	29
<b>Resources provided by the ASA</b>	6	11	33	29	21

N = 94

On the whole, membership officers are satisfied with the work of the ASA in their area. They are particularly happy about aspects of membership renewal.

Table 5.9: Satisfaction of welfare officers

	<b>Very dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Very satisfied</b>
<b>CRB processes</b>	4	18	23	35	20
<b>The child safeguarding policies of the ASA</b>	2	5	17	44	32
<b>Training and development received</b>	7	16	34	27	16
<b>Support provided by the ASA</b>	4	9	40	31	16
<b>The resources provided in this area</b>	5	18	22	33	22

N = 55

On the whole, welfare officers are satisfied with the work of the ASA in their area. They are particularly happy about the safeguarding policies of the ASA and the resources they have access to.





Table 5.10: Satisfaction of coaches

	<b>Very dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Very satisfied</b>
<b>The coach licensing scheme</b>	10	18	44	23	5
<b>ASA/UKCC coaching qualifications</b>	8	20	31	32	9
<b>Quality of the ASA/UKCC coaching courses</b>	5	15	38	32	10
<b>The number of CPD courses available</b>	15	28	33	22	2
<b>The quality of CPD courses</b>	5	8	37	39	11
<b>Progression from one level to the next</b>	7	20	40	30	3
<b>Practical development opportunities as a coach</b>	12	21	40	24	3
<b>Coach mentoring</b>	7	13	52	21	7
<b>Support provided by the ASA</b>	13	25	45	15	2
<b>Resources provided by the ASA</b>	16	23	43	17	1

N = 285

The majority of coaches are satisfied with the quality of CPD courses and the Kellogg's award scheme. There appears to be some issues in terms of CPD opportunities and ASA support which require further investigation if these problems are not already understood.



Table 5.11: Satisfaction of swim21 officers

	<b>Very dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Very satisfied</b>
<b>swim21 overall</b>	15	16	21	38	10
<b>The accreditation process</b>	16	21	20	33	10
<b>The revalidation process</b>	9	13	39	28	11
<b>Support provided by the ASA</b>	17	19	25	26	13
<b>Resources provided by the ASA</b>	12	19	21	39	9
<b>Club benefits of swim21 accreditation</b>	18	20	25	28	8

N = 95

Table 5.11 shows a mixed picture of satisfaction, although most respondents are either neutral or satisfied. There appears to be some issues with the accreditation process and the benefits associated with swim21.



Table 5.12: Satisfaction of teachers

	<b>Very dissatisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Satisfied</b>	<b>Very satisfied</b>
<b>The teachers qualification</b>	4	10	20	49	17
<b>The British Gas ASA national plan</b>	3	13	37	38	9
<b>The Kellogg's ASA Awards Scheme</b>	2	5	32	46	15
<b>Number of CPD courses available</b>	10	27	33	26	4
<b>Quality of CPD courses</b>	3	11	45	39	10
<b>Progression from one level to the next</b>	5	14	42	35	4
<b>Practical development opportunities</b>	6	18	43	30	3
<b>Mentoring</b>	5	8	57	23	7
<b>Support provided by the ASA</b>	8	17	51	21	3
<b>Resources provided by the ASA</b>	8	21	49	21	3

N = 374

Teachers are satisfied with the teachers qualification and the Kellogg's award scheme. Once again, there appears to be some issues in terms of CPD opportunities and also with mentoring. In addition, practical opportunities and ASA support and resources need further investigation if these problems are not already understood.



## 6: Recommendations

The first phase of the research indicates that a significant number of members are neutral about their satisfaction with the ASA services and their membership, which provides an opportunity to increase the percentage of members satisfied with the ASA. Converting the 'neutrals' to 'satisfieds' is a worthwhile strategy for the organisation as it provides the opportunity to inform members about the wide ranging work of the ASA. There will always be dissatisfied members and the ASA should take note of the areas of dissatisfaction set out below. However, it is apparent that there are a large number of members who are unsure about the role of the ASA and this should be the focus of the organisation's efforts.

Therefore the following five recommendations emerge from this phase of the research.

1. It is clear that the ASA is doing work in a number of areas that are not known or understood by its membership. Therefore, the ASA should embark on a programme of greater communication and information about its work, particularly of its activities with external stakeholders. This will raise awareness of what the organisation does and allow members to create expectations that can be used to assess satisfaction. Most importantly, this will create expectations that reflect the reality of the current operating context of the organisation and is in line with the ASA's statement of being *more than a governing body*. How this is carried out is a matter for internal decision, however, it seems sensible to suggest that all possible communication outlets are utilised, particularly given satisfaction with Swimming Times.

Areas that should be of particular focus in communications are the following:

- Work with pool providers to improve the swimming experience
- Work with pool operators and local authorities
- Facility advice and expertise
- Fundraising to support activities
- Promotion of health for the government
- Work in equality

2. Areas of satisfaction should be maintained. These are:

- Opportunities to participate as members want
- The Swimming Times
- The swimming experience of competitive swimmers
- Safeguarding policies
- The Kellogg's award scheme
- The membership renewal process

3. Areas of dissatisfaction should be investigated further. The following are of particular concern as over 20% rated themselves as being dissatisfied with these services:



- Benefits of membership fee
- Management of the sport
- Services provided to membership
- Services provided to clubs
- Support of volunteers
- Management of the organisation
- Information that comes from the ASA
- Methods of communicating with members
- The amount of contact from the ASA
- Work on teacher/coach education

4. Additional work needs to be carried out with water polo, synchronised swimming and diving in order to indentify levels of, and reasons for satisfaction with membership. This will be the focus of the next phase of the research.

5. The way the survey was promoted in the South East needs investigating in order to boost response rates of the next survey.

#### **7: Research plans for 2010/11**

- Interviews with key regional and central stakeholders to establish expectations of the ASA and levels of satisfaction
- Survey research with water polo, synchronised swimming and diving to establish levels of satisfaction
- Focus group research with disciplines to establish expectations of the ASA
- Focus group research with pool providers and elite athletes to establish expectations of the ASA and levels of satisfaction
- Research with members to establish expectations of membership
- Repeat on-line membership survey (August 2011).



## Appendix one: Regional performance across opportunities and activities.

### Satisfaction with regional support of members

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	6.3%	12.6%	33.1%	29.9%	7.9%	10.2%
<b>North East</b>	8.7%	14.6%	41.7%	29.1%	2.9%	2.9%
<b>East Midlands</b>	3.6%	13.6%	38.2%	30.9%	6.4%	7.3%
<b>West Midlands</b>	4.3%	11.8%	35.5%	30.1%	6.5%	11.8%
<b>East</b>	3.2%	7.1%	37.2%	32.7%	13.5%	6.4%
<b>South East</b>	5.5%	10.2%	43.7%	28.0%	4.7%	7.9%
<b>West</b>	6.7%	18.7%	36.6%	20.1%	8.2%	9.7%
<b>London</b>	10.7%	11.7%	34.0%	27.2%	5.8%	10.7%

### Benefits received for membership fee

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	9.4%	15.0%	30.7%	33.9%	3.9%	7.1%
<b>North East</b>	6.8%	19.4%	36.9%	29.1%	2.9%	4.9%
<b>East Midlands</b>	4.5%	13.6%	37.3%	27.3%	9.1%	8.2%
<b>West Midlands</b>	7.5%	18.3%	34.4%	32.3%	3.2%	4.3%
<b>East</b>	6.4%	18.6%	39.1%	26.9%	3.8%	5.1%
<b>South East</b>	5.1%	13.8%	42.5%	26.0%	4.3%	8.3%
<b>West</b>	9.0%	10.4%	41.0%	30.6%	3.7%	5.2%
<b>London</b>	7.8%	18.4%	37.9%	21.4%	3.9%	10.7%



## Management of the sport

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	6.3%	18.1%	29.9%	31.5%	7.9%	6.3%
<b>North East</b>	2.9%	18.4%	32.0%	36.9%	7.8%	1.9%
<b>East Midlands</b>	5.5%	16.4%	28.2%	36.4%	10.0%	3.6%
<b>West Midlands</b>	6.5%	19.4%	24.7%	34.4%	7.5%	7.5%
<b>East</b>	8.3%	17.9%	32.7%	32.7%	7.7%	.6%
<b>South East</b>	2.8%	19.7%	31.5%	37.4%	5.9%	2.8%
<b>West</b>	8.2%	20.9%	25.4%	33.6%	7.5%	4.5%
<b>London</b>	6.8%	19.4%	22.3%	35.9%	9.7%	5.8%

## Services provided to members

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	7.1%	20.5%	25.2%	33.1%	4.7%	9.4%
<b>North East</b>	1.9%	24.3%	28.2%	35.9%	5.8%	3.9%
<b>East Midlands</b>	3.6%	12.7%	33.6%	34.5%	9.1%	6.4%
<b>West Midlands</b>	5.4%	18.3%	37.6%	30.1%	4.3%	4.3%
<b>East</b>	5.1%	19.2%	35.9%	29.5%	6.4%	3.8%
<b>South East</b>	5.1%	12.2%	42.5%	30.7%	4.3%	5.1%
<b>West</b>	6.7%	18.7%	32.1%	32.8%	2.2%	7.5%
<b>London</b>	7.8%	20.4%	24.3%	32.0%	3.9%	11.7%





### Services provided to clubs

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	6.3%	22.0%	22.8%	29.1%	7.9%	11.8%
<b>North East</b>	5.8%	22.3%	29.1%	30.1%	6.8%	5.8%
<b>East Midlands</b>	4.5%	18.2%	27.3%	32.7%	13.6%	3.6%
<b>West Midlands</b>	7.5%	16.1%	31.2%	31.2%	5.4%	8.6%
<b>East</b>	10.9%	12.8%	34.6%	28.2%	5.8%	7.7%
<b>South East</b>	6.7%	15.4%	32.7%	31.1%	5.5%	8.7%
<b>West</b>	6.0%	21.6%	35.1%	27.6%	3.7%	6.0%
<b>London</b>	6.8%	21.4%	23.3%	26.2%	7.8%	14.6%

### Opportunities to participate in the sport in the way you want

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	4.7%	12.6%	29.9%	40.2%	6.3%	6.3%
<b>North East</b>	3.9%	4.9%	34.0%	37.9%	12.6%	6.8%
<b>East Midlands</b>	3.6%	5.5%	30.9%	41.8%	10.9%	7.3%
<b>West Midlands</b>	6.5%	9.7%	24.7%	39.8%	11.8%	7.5%
<b>East</b>	1.3%	9.6%	28.8%	39.1%	14.7%	6.4%
<b>South East</b>	3.9%	9.8%	34.6%	35.4%	11.0%	5.1%
<b>West</b>	10.4%	9.0%	25.4%	41.8%	9.0%	4.5%
<b>London</b>	3.9%	16.5%	20.4%	35.0%	17.5%	6.8%



## ASA support of volunteers

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	7.9%	17.3%	31.5%	25.2%	3.9%	14.2%
<b>North East</b>	6.8%	17.5%	35.0%	24.3%	6.8%	9.7%
<b>East Midlands</b>	5.5%	20.0%	30.9%	26.4%	6.4%	10.9%
<b>West Midlands</b>	11.8%	17.2%	33.3%	26.9%	2.2%	8.6%
<b>East</b>	9.6%	18.6%	35.3%	21.8%	5.8%	9.0%
<b>South East</b>	7.5%	20.9%	32.7%	21.7%	4.7%	12.6%
<b>West</b>	8.2%	21.6%	32.1%	23.1%	3.0%	11.9%
<b>London</b>	9.7%	9.7%	33.0%	24.3%	2.9%	20.4%

## Management of ASA

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	7.9%	14.2%	37.8%	20.5%	4.7%	15.0%
<b>North East</b>	5.8%	16.5%	38.8%	23.3%	3.9%	11.7%
<b>East Midlands</b>	3.6%	20.0%	36.4%	24.5%	6.4%	9.1%
<b>West Midlands</b>	10.8%	16.1%	34.4%	22.6%	4.3%	11.8%
<b>East</b>	5.1%	22.4%	38.5%	19.2%	4.5%	10.3%
<b>South East</b>	7.5%	15.0%	39.4%	21.3%	3.5%	13.4%
<b>West</b>	8.2%	21.6%	38.8%	18.7%	1.5%	11.2%
<b>London</b>	8.7%	11.7%	37.9%	21.4%	2.9%	17.5%



### Satisfaction with awards scheme

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	2.4%	5.5%	38.6%	27.6%	9.4%	16.5%
<b>North East</b>	1.9%	3.9%	40.8%	32.0%	7.8%	13.6%
<b>East Midlands</b>	.9%	1.8%	39.1%	41.8%	8.2%	8.2%
<b>West Midlands</b>	1.1%	5.4%	33.3%	37.6%	9.7%	12.9%
<b>East</b>	.6%	5.1%	41.7%	29.5%	8.3%	14.7%
<b>South East</b>	1.6%	7.9%	39.8%	27.6%	7.9%	15.4%
<b>West</b>	5.2%	6.0%	38.8%	30.6%	5.2%	14.2%
<b>London</b>	2.9%	7.8%	35.9%	22.3%	10.7%	20.4%

### Satisfaction with information

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	7.9%	18.9%	37.0%	25.2%	4.7%	6.3%
<b>North East</b>	2.9%	17.5%	37.9%	35.0%	2.9%	3.9%
<b>East Midlands</b>	.9%	8.2%	44.5%	31.8%	10.0%	4.5%
<b>West Midlands</b>	4.3%	21.5%	32.3%	30.1%	4.3%	7.5%
<b>East</b>	6.4%	16.0%	35.3%	27.6%	10.3%	4.5%
<b>South East</b>	5.1%	15.4%	40.9%	28.7%	3.5%	6.3%
<b>West</b>	6.7%	17.9%	33.6%	35.8%	.7%	5.2%
<b>London</b>	4.9%	17.5%	29.1%	32.0%	8.7%	7.8%



### Satisfaction with communication

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	7.9%	28.3%	29.9%	24.4%	2.4%	7.1%
<b>North East</b>	5.8%	23.3%	34.0%	28.2%	2.9%	5.8%
<b>East Midlands</b>	1.8%	18.2%	37.3%	30.9%	6.4%	5.5%
<b>West Midlands</b>	7.5%	20.4%	35.5%	29.0%	3.2%	4.3%
<b>East</b>	9.0%	12.8%	39.1%	27.6%	9.0%	2.6%
<b>South East</b>	8.3%	18.1%	39.8%	25.6%	3.9%	4.3%
<b>West</b>	9.7%	22.4%	35.1%	26.9%	1.5%	4.5%
<b>London</b>	7.8%	16.5%	33.0%	28.2%	4.9%	9.7%

### Satisfaction with contact

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	8.7%	22.8%	37.0%	22.0%	3.9%	5.5%
<b>North East</b>	6.8%	22.3%	39.8%	25.2%	1.9%	3.9%
<b>East Midlands</b>	2.7%	16.4%	40.0%	29.1%	6.4%	5.5%
<b>West Midlands</b>	7.5%	17.2%	40.9%	26.9%	3.2%	4.3%
<b>East</b>	7.7%	16.7%	37.2%	26.9%	7.7%	3.8%
<b>South East</b>	5.5%	19.3%	42.1%	24.0%	3.5%	5.5%
<b>West</b>	11.9%	20.1%	37.3%	26.9%	1.5%	2.2%
<b>London</b>	7.8%	18.4%	34.0%	31.1%	2.9%	5.8%



### Satisfaction with the Swimming Times

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	1.6%	4.7%	22.8%	35.4%	18.9%	16.5%
<b>North East</b>	1.0%	5.8%	29.1%	30.1%	23.3%	10.7%
<b>East Midlands</b>	.0%	1.8%	26.4%	30.0%	30.9%	10.9%
<b>West Midlands</b>	5.4%	2.2%	22.6%	30.1%	19.4%	20.4%
<b>East</b>	1.3%	6.4%	21.8%	30.8%	23.1%	16.7%
<b>South East</b>	1.6%	3.1%	28.0%	32.3%	17.3%	17.7%
<b>West</b>	2.2%	4.5%	24.6%	32.8%	22.4%	13.4%
<b>London</b>	1.0%	2.9%	25.2%	31.1%	18.4%	21.4%

### Satisfaction with newsletters

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	7.1%	11.0%	27.6%	27.6%	8.7%	18.1%
<b>North East</b>	2.9%	8.7%	37.9%	25.2%	9.7%	15.5%
<b>East Midlands</b>	.9%	5.5%	38.2%	28.2%	8.2%	19.1%
<b>West Midlands</b>	5.4%	5.4%	35.5%	26.9%	8.6%	18.3%
<b>East</b>	3.8%	7.7%	35.9%	29.5%	7.7%	15.4%
<b>South East</b>	3.9%	7.9%	33.5%	26.8%	6.3%	21.7%
<b>West</b>	3.0%	6.7%	29.1%	40.3%	4.5%	16.4%
<b>London</b>	4.9%	11.7%	33.0%	25.2%	6.8%	18.4%



### Satisfaction with work on equity

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	1.6%	3.1%	38.6%	27.6%	6.3%	22.8%
<b>North East</b>	.0%	4.9%	46.6%	16.5%	8.7%	23.3%
<b>East Midlands</b>	.9%	7.3%	40.0%	28.2%	6.4%	17.3%
<b>West Midlands</b>	2.2%	1.1%	43.0%	33.3%	4.3%	16.1%
<b>East</b>	1.3%	3.2%	50.0%	17.9%	5.8%	21.8%
<b>South East</b>	.8%	1.2%	39.8%	28.3%	3.5%	26.4%
<b>West</b>	1.5%	1.5%	43.3%	30.6%	2.2%	20.9%
<b>London</b>	1.9%	4.9%	38.8%	20.4%	7.8%	26.2%

### Satisfaction with work on coach education

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	8.7%	11.8%	28.3%	29.1%	7.9%	14.2%
<b>North East</b>	6.8%	13.6%	24.3%	28.2%	10.7%	16.5%
<b>East Midlands</b>	6.4%	14.5%	29.1%	33.6%	7.3%	9.1%
<b>West Midlands</b>	5.4%	14.0%	30.1%	29.0%	10.8%	10.8%
<b>East</b>	6.4%	16.7%	28.2%	27.6%	7.1%	14.1%
<b>South East</b>	5.5%	11.4%	32.7%	26.4%	5.9%	18.1%
<b>West</b>	8.2%	17.2%	32.8%	26.9%	5.2%	9.7%
<b>London</b>	4.9%	9.7%	27.2%	25.2%	8.7%	24.3%



### Satisfaction with the swim21 scheme

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	3.1%	18.1%	29.1%	23.6%	14.2%	11.8%
<b>North East</b>	1.9%	10.7%	25.2%	37.9%	10.7%	13.6%
<b>East Midlands</b>	4.5%	5.5%	28.2%	39.1%	11.8%	10.9%
<b>West Midlands</b>	8.6%	10.8%	26.9%	35.5%	10.8%	7.5%
<b>East</b>	10.3%	16.7%	28.8%	25.6%	8.3%	10.3%
<b>South East</b>	4.3%	7.1%	33.5%	30.3%	9.4%	15.4%
<b>West</b>	8.2%	12.7%	34.3%	23.9%	9.7%	11.2%
<b>London</b>	8.7%	10.7%	24.3%	27.2%	12.6%	16.5%

### Satisfaction with customer support service

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	7.1%	14.2%	32.3%	24.4%	5.5%	16.5%
<b>North East</b>	2.9%	7.8%	41.7%	20.4%	1.9%	25.2%
<b>East Midlands</b>	4.5%	10.9%	37.3%	22.7%	4.5%	20.0%
<b>West Midlands</b>	4.3%	6.5%	40.9%	20.4%	4.3%	23.7%
<b>East</b>	5.8%	14.7%	41.0%	20.5%	5.1%	12.8%
<b>South East</b>	7.1%	7.1%	39.0%	15.0%	5.5%	26.4%
<b>West</b>	6.0%	9.7%	47.0%	17.2%	1.5%	18.7%
<b>London</b>	7.8%	10.7%	30.1%	17.5%	6.8%	27.2%





### Satisfaction with running of events

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Don't know
<b>North West</b>	2.4%	5.5%	22.8%	45.7%	16.5%	7.1%
<b>North East</b>	3.9%	3.9%	28.2%	40.8%	11.7%	11.7%
<b>East Midlands</b>	.9%	2.7%	30.0%	36.4%	22.7%	7.3%
<b>West Midlands</b>	4.3%	5.4%	26.9%	39.8%	15.1%	8.6%
<b>East</b>	3.2%	3.8%	32.7%	31.4%	21.8%	7.1%
<b>South East</b>	1.2%	5.5%	34.3%	36.6%	14.2%	8.3%
<b>West</b>	3.0%	9.0%	27.6%	40.3%	12.7%	7.5%
<b>London</b>	.0%	4.9%	25.2%	31.1%	25.2%	13.6%